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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Operations School

FROM : Chief Instructor, Clandestine
Services Review

SUBJECT: Course Report,
Clandestine Services Review No. 17

DATE: 17 July 1957

1. Starting on 24 June and ending on 11 July 1957 the Clandestine Services Review No. 17 was attended by 37 students representing the PP senior staff, the TSS staff, all operating divisions of DD/P except IO and WH, and DD/S/OTR. A breakdown by grades, age, length of service and career designations is attached. This running had originally been cancelled but was re-scheduled on 19 June; as a result several substitutions were necessary to meet the holiday schedule and vacation plans of guest speakers. Neither course content nor individual presentations appeared to suffer.

2. According to student comment the course accomplished its purpose and would be of definite value in carrying out their present or proposed assignments. No adverse criticism was received on any major aspect of the course. (Note the only adverse criticism was against too much air conditioning which might prove that working conditions in OTR are a bit more comfortable than in some other areas of the agency.)

3. Some specific comments made by students on the effectiveness of the course may be of interest.

a. "...Secondly, but not less important to me was the reconstitution of the feeling of belonging again to the whole organization which is vitally necessary after having had a very narrow interest and awareness during my overseas tour."

b. "...For an officer returning from the field for a tour at headquarters, the course is indispensable...Headquarters has grown so complex and so extensive that the CSR is a prerequisite for the desk or branch officer."

c. "...Course gave me an insight into what is being accomplished in other parts of the organization--and thus to some extent a yard stick by which to measure achievement in the area in which I have experience."

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d. "Upon my return from overseas in 1953 I took extensive training; however, practically all problems used were those of blunders made by the Agency in its conduct of operations, leaving one with somewhat of a defeatist attitude. This course points up accomplishments which naturally gives an individual certain inner satisfaction of making progress in accomplishing certain of our objectives."

e. Three students commented on the relatively small amount of attention paid to OTR's role in CS activities, but a large number commented on the excellent, candid and refreshing point of view expressed by Mr. Baird.

4. As Acting Chief Instructor for the running of the course (previously had taken course No. 15 as a student), I submit the following comments on and recommendations for CSR.

a. Each guest lecturer should be submitted^{to} a structure by OTR accompanied by a complete course schedule, to enable the lecturer to see his position in the schedule and to avoid repetition.

b. A lecture be inserted in the first phase of the schedule explaining the position of the Agency in the U.S. government, the dual role carried by the DCI, etc.

c. Para. b, above, could lead to a lecture on the Clandestine Services, a short history leading up to the present day set-up and would serve as a ground work for things to follow. It is also thought that by such a presentation a considerable amount of repetition on this subject which now exists might be avoided by the subsequent speakers.

d. It is felt that no course of the type of CSR should exclude a presentation by the Office of National Estimates of the DD/I. If for no other reason than that the NEI's are constantly referred to by DD/I and DD/P speakers as the ultimate in national intelligence and the end product of the entire intelligence effort of the U.S. government.

e. Name tags for students (lapel-type pin for use in the class room only), as an aid to students and speakers.

f. Guest speaker name signs displayed for the benefit of the students.

g. The lecture given by [REDACTED] on Application of Business Machines to Records Management to be followed by a half hour presentation on the Operational Support Programs. The latter subject is now given an hour and is placed in the

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section under Programs but more realistically seems to belong in the block of Records Integration and Records Management, i.e., an example of where mechanization has been applied to the records problem and the results of such efforts.

h. It might also be considered to have coverage of the Cable Secretariat follow the lecture on the Office of Communications. The Cable Secretariat, a function of common concern, not explained in the course, actually performs a vital and large support function for the Clandestine Services. A half hour might be sufficient time but this can be discussed with [REDACTED] before the next running of CSR.

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i. Several of the lectures fell short by comparison. Some failure may be a result of the speakers not having been presented with a structure. In this category were speakers who had been on the program previously as well as those speaking for the first time. Specifically, they were [REDACTED] on the Coordination of the OCB and other U.S. government agencies; [REDACTED] Operations, both for the first time; [REDACTED] Operations, and [REDACTED] on Economic Action Operations, both of whom had spoken before.

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j. [REDACTED] on Non-Official Cover was weak. Possibly a panel on cover, both official and non-official could be worked out which would more nearly satisfy the student needs in this important aspect of the Clandestine Services.

k. As opposed to the comments made in para. i, above, several speakers who appeared for the first time were most satisfactory. [REDACTED], on PP liaison with the Department of State despite the fact that he is a weak public speaker his presentation was factual, timely, very much alive and well received. [REDACTED] who substituted for Mr. [REDACTED] was excellent on the CI Staff responsibilities in the Clandestine Services; [REDACTED] Entry Operations was likewise [REDACTED].

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l. The presentation of the Office of Scientific Intelligence, DD/I, was weak. As [REDACTED] of the Scientific Operations Division of DD/P now presents an excellent lecture more closely geared to the students' needs, it is suggested that she be asked to lengthen her lecture to include information on OSI and relate this information to the [REDACTED] of DD/P.

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5. As this running was scheduled on a somewhat crash basis with adjustments to vacations and holidays necessary, many of the minor faults, i.e. more time for certain speakers, less for others, can be taken care of in the next running with a slower more thought out programming.

6. The administrative assistance of [REDACTED] was of great value to the successful and smooth running of the schedule and especially in putting it together on a crash basis.

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Attachment:

Chart on Composition of CSR #17

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